



U.S. AIR FORCE

Policy Letter

Digest

Policy, News and Issues from Headquarters U.S. Air Force

April 2003

Secretary, chief address Operation Iraqi Freedom

This is a joint message from Secretary of the Air Force Dr. James G. Roche and Air Force Chief of Staff Gen. John P. Jumper to everyone in the U.S. Air Force:

“As our nation calls upon its armed forces to meet this next challenge in the war on terrorism, the men and women of the U.S. Air Force will play a pivotal role in striking our enemies, defending our coalition forces, and protecting our allies. As you have always done, you will perform your duties with honor, and with the knowledge that our nation’s security depends upon the excellence and professionalism of every airman in our Air Force.

“Ours is the greatest joint warfighting force ever assembled, and our nation is blessed to have more than 700,000 active,

Guard, Reserve, and civilian airmen taking the battle to the enemy and securing our homeland.

“You, the brave warriors who voluntarily risk your lives to protect our values and way of life, are the reason we will prevail in this fight.

“The American people have the utmost confidence and trust in you, they support you, and are proud of your dedication. We couldn’t be more proud of your service, and are both honored and humbled to lead this force.

“In this time of conflict and great sacrifice, the admiration, thoughts, and prayers of our entire nation are with you and your families. Do your duty to the best of your ability and we will secure victory, for the sake of our nation and freedom-loving people around the globe.”

Leaders outline academy overhaul

Four U.S. Air Force Academy leaders will be replaced as part of sweeping changes designed to ensure a safe and secure environment for the school’s cadets, officials announced at a March 26 Pentagon press briefing.

The changes, announced by Secretary of the Air Force Dr. James G. Roche and Air Force Chief of Staff Gen. John P. Jumper, come in the wake of recent allegations by dozens of former female cadets who said they were sexually assaulted while attending the academy, and follow the completion of a review of academy policies and procedures by the Air Force General Counsel.

Maj. Gen. John W. Rosa Jr., deputy director of current operations on the Joint Staff, has been recommended to the secretary of defense to replace Lt. Gen. John Dallager as academy superintendent. General Dallager is set to retire this summer.

Brig. Gen. Johnny A. Weida, commander of Squadron Officer School at Maxwell Air

Force Base, Ala., will succeed Brig. Gen. Taco Gilbert III as 34th Training Wing commander and commandant of cadets. General Gilbert will be reassigned to the Pentagon.

Col. Debra Gray, currently assigned to the Joint Staff at the Pentagon, will become the vice commandant of cadets, replacing Col. Robert D. Eskridge, who will be reassigned.

Col. Clada A. Monteith, deputy director of security forces at U.S. Air Forces in Europe, will become commander of the 34th Training Group, replacing Col. Laurie S. Slavec, who will be reassigned.

Despite the changes in academy leadership, both Secretary Roche and General Jumper were quick to point out that they do not hold current leadership responsible.

The new leaders will institute a variety of changes related to cadet life, including:

— Extending amnesty from academy discipline in all reported cases of sexual assault to all cadets involved, with the exception of

**Leaders
testimony
focuses on
KC-135**

the alleged assailant, anyone involved in covering up the incident or hindering the reporting or investigation, and the senior ranking cadet in attendance.

— Implementing an “Academy Response Team,” of medical, legal, counseling and command specialists who will provide victims of sexual assault with immediate assistance.

— Creating a 24-hours-a-day, seven-days-a-week, dormitory security and monitoring system, as well as a dormitory duty officer responsible for good order and discipline

— Establishing separate billeting arrangements for female and male cadets upon entering the academy for basic cadet training

America’s primary aerial refueling platform is so old it is becoming too cost-prohibitive to keep, Dr. James G. Roche, secretary of the Air Force, told members of the House Armed Services Committee during his fiscal 2004 budget request testimony.

According to Secretary Roche, mission-capable rates for the KC-135 are down by 16 percent in the past decade. Programmed depot maintenance costs have tripled, and depot workload packages and flow-days have more than doubled. The problem, he said, is primarily caused by corrosion in the fuselages.

“What grabbed me was the condition of the aluminum and other materials on these planes,” he said.

Air Force Chief of Staff Gen. John P. Jumper, who also testified at the hearing, said maintainers at the depot have begun calling the KC-135 the “battery,” referring to the similar

Air Force Chief of Staff Gen. John P. Jumper joined the other service chiefs to give the Senate Armed Services Committee his view of how fiscal 2004 is shaping up.

He addressed increased operations tempo under which the Air Force worked throughout 2002 and into 2003. He said more than 25,000 airmen have deployed during operations Enduring Freedom, and Northern and Southern Watch, launching nearly 80,000 sorties.

In addition, more than 25,000 sorties have covered American skies as part of Operation Noble Eagle. And, airmen also participated in several humanitarian missions worldwide.

One of the ways the Air Force has worked to relieve the stress in deployment schedules

— A five-week military orientation each cadet must attend the summer before they begin classes

— Prohibiting any cadet from entering the room of another of the opposite sex without knocking on the door and announcing him or herself first, and keeping dormitory room doors “fully open” at all times when non-roommates are inside.

— Providing substantial material on sexual assault prevention to all students in basic cadet training beginning this summer.

— Disenrolling any cadet found providing, purchasing for, or selling alcohol to an underage cadet.

look of the aircraft’s corroded metal to that on a car battery.

“It’s to the point that something needs to be done,” General Jumper said.

The secretary said the Air Force’s plan, which would have to be approved by Secretary of Defense Donald H. Rumsfeld, is to retire 68 of the older KC-135Es and replace them by leasing 100 Boeing 767s.

While current economic conditions are such that Secretary Roche prefers to lease the aircraft rather than purchase them outright, the secretary admitted his plan is controversial.

“If (it turns out) we can’t lease them, then we’ll start buying in a few years. The secretary of defense agrees we need tankers — it’s (a matter of deciding) what’s the smartest way, on behalf of the taxpayers, to get them. We have a good debate going.”

is to make more people available for deployment. A secretary-of-defense mandate called for the services to examine the jobs done by military members to see if civilian employees could do them.

“If you take those tasks that do not need to be done by people in uniform and slip those people back over to uniformed slots, we can relieve the tension on our deployed forces,” General Jumper said. “In the Air Force alone, we found 12,000 people doing what we think didn’t have to be done by people in uniform.

Another point of institutional stress facing the service is the cost of maintaining an increasingly geriatric aircraft fleet, the general said.

**CSAF briefs
Senate on
fiscal 2004
outlook**

The cost of maintaining the aging fleet is increasing at a rate of about 10 percent per year, General Jumper said. In addition, maintainers are working about 200,000 extra man-hours per year to inspect engines.

On the plus side, the general praised the potential of the F/A-22 Raptor and the Joint Surveillance Target Attack Radar System aircraft.

“The F/A-22 will give us 24-hour stealth capability for the first time,” he said. “It’s already got the qualities of the best air-to-air fighter in the world, but its main focus will be on what it can do air-to-ground.”

“The Joint STARS is magnificent sensing device that we join with ground forces to give them moving target indications on the ground,” he said.

The service is planning to upgrade the next generation of JSTARS to the Boeing 767.

“This will be the baseline aircraft for our multi-sensor command and control aircraft that will do the integration of space, manned and unmanned platforms that we think will take us into the future,” he said.

“The Air Force has never not been ready,” the chief of staff said. “We’re ready for anything the president asks.”

CMSAF urges Congress to beef up education benefits

Chief Master Sgt. of the Air Force Gerald R. Murray told members of Congress in March that, while quality-of-life issues have gotten better in recent years, there are still about 57,000 airmen without veteran’s education benefits.

Chief Murray told the lawmakers, despite their devotion to duty, every airman would reach a point in their career when they will have to decide whether to reenlist or separate from the service.

According to the chief, when many of the nearly 40,000 airmen currently mobilized come home, they will be returning from their sixth, or maybe eighth, deployment.

“About 77 percent of them will make a reenlistment decision in the next three years,” he said. “That’s why it’s critical that Congress continues to pursue improvements for them and their families.”

While acknowledging that airmen currently receive 100 percent tuition assistance for classes taken while on active duty, the chief said that is not enough.

“The truth is that not everyone can balance college classes with the high pace of deployments and operations, plus meet the demands of their families at home,” Chief Murray said. “This frustration among our airmen can only be resolved by allowing an ‘open season’ for all active-duty airmen to enroll in the Montgomery GI Bill.”

By giving all airmen the chance to enroll in the GI Bill, airmen who do not have the chance to earn college degrees while serving on active duty could still pursue advanced education after separating or retiring.

“This is not just good for the individual,” he said. “It’s an investment in the future of our nation.”

Vice chief airs readiness concerns to Congress

Today’s high operational tempo is affecting the Air Force’s ability to conduct necessary training, which may affect readiness, Gen. Robert H. Foglesong, Air Force vice chief of staff, told members of the House Armed Services Committee subcommittee in March 18.

The general also said he was concerned about maintaining an ever-aging fleet of aircraft and a civilian workforce that is quickly becoming eligible for retirement.

General Foglesong told the subcommittee that many aircrew instructors have been pulled from their training duties to fill operational requirements, making it difficult to train new aircrews to relieve combat stress.

In addition, the general said there is skill-level imbalance within mid-grade officer and enlisted manning.

The general said that 18 of the Air Force’s 20 “low density, high demand” assets are currently operating in surge mode

“That’s going to be a direct impact on our readiness,” he said.

Another major area of concern is the aging civilian employee workforce. About 40 percent of Air Force civilians will be eligible for retirement in the next five years. The service, he said, will ask Congress to allow the Air Force to expedite the civilian employee hiring process, improve pay and incentives to improve recruitment and retention.

Leaders explain effect of encroachment

Two Air Force leaders testified before Congress March 13 about the effects of environmental encroachment on the service's mission.

In separate testimonies, Air Force Vice Chief of Staff Gen. Robert H. Foglesong and Assistant Secretary of the Air Force for Installations, Environment and Logistics Nelson F. Gibbs explained recent proposed changes to environmental laws by Department of Defense agencies.

Environmental encroachment occurs when the military's ability to perform its mission is affected by environmental laws, Mr. Gibbs told the House Armed Services Committee subcommittee on readiness.

For example, at the Barry M. Goldwater Range in Arizona, Air Force monitors the movements of the endangered Sonoran Pronghorn. If that particular species is spotted

near a target, the live missions projected for that target are diverted or canceled.

Mr. Gibbs emphasized that the service is doing its part to preserve the environment. He explained that environmental stewardship and the Air Force mission can, and do, coexist.

General Foglesong later echoed that sentiment to the Senate Armed Services Committee subcommittee on readiness when he explained the balance between the Air Force mission and the need to be environmentally conscious.

To ensure Air Force pilots are mission ready, the service must make sure adequate training ranges are available, he said.

"Our ranges are critical to our success," Foglesong said. "Lack of clarity in current environmental laws has the potential to put range use, and consequently pilot readiness, at risk."

Personnel chief promotes initiatives before Congress

The Air Force is facing one of its greatest challenges — adapting to the new steady state of accelerated operations and personnel tempo, Lt. Gen. Richard E. "Tex" Brown III, deputy chief of staff for personnel at the Pentagon, told Congress March 13.

General Brown told members of the House Armed Services Committee's Total Force Subcommittee that the Air Force must transform its forces to be successful in meeting new and unexpected challenges.

As part of this process, the Air Force conducted a complete manpower review. By concentrating on what makes up an Air Force core task, personnel officials will be able to provide the service's leaders with the information necessary to free up manpower resources and realign those resources into stressed career fields.

Other Air Force priorities include continued emphasis on recruiting and retention, quality-of-life initiatives and the professional development of the total force.

Besides alleviating stress on high-demand assets, the general said the Air Force is committed to improving workplace environments and educational benefits, as well as providing fair pay and competitive compensation, the right benefits, safe and adequate housing, and quality health care.

"Force development focuses on the systematic and deliberate development of the necessary skills required to be an effective leader in today's and tomorrow's expeditionary air and space forces," he said.

The general ended his remarks by asking the committee for their continued support of Air Force personnel initiatives.

Memo serves as officer career guide

In a recent memorandum, Secretary of the Air Force Dr. James G. Roche discussed instructions he gives to promotion boards before they consider an individual for promotion to brigadier or major general. He asked all Air Force officers to consider those requirements.

Among the qualities the secretary looks for are a proven ability to be proactive rather than reactive, a breadth of career experiences and an understanding of the expeditionary air and space force concept.

The secretary also stressed the need for officers to possess a variety of backgrounds, strengths and levels of operational and technical expertise. He stressed that the Air Force focus on force development will help meet requirements for these leaders and better meet the developmental needs.

The secretary also identified a keen understanding of and commitment to the expeditionary air and space force concept as an important trait to have.

**Promotion
test change
impacts
deploying
airmen**

Commanders of technical and master sergeants facing short-notice deployments now have greater flexibility as to when their airmen test for promotion.

New overseas manning requirements and the freezing of the air and space expeditionary force cycle prompted officials at the Air Force Personnel Center at Randolph Air Force Base, Texas, to adapt new procedures for deploying airmen.

In the past, the number of airmen receiving deployment orders while in their testing window was small. They were

generally required to test before departing, providing they had access to study materials for at least 60 days.

Now, noncommissioned officers in the current test window who receive short-notice orders can have their commander delay testing if circumstances warrant. Those who delay their testing will test out of cycle when they return.

Officials are also considering the merits of applying this change to those testing for staff sergeant May 1 to 31; however, no decision has been made.

**Teets, Lord
tell Senate
the nation
needs 'space
cadre'**

The Air Force's top two space officials told lawmakers March 12 that development of a "space cadre" was one of their top agenda items for national security space programs in 2004.

Undersecretary of the Air Force Peter B. Teets and Gen. Lance W. Lord, commander of Air Force Space Command, also told members of the Senate Armed Services Committee's Strategic Forces Subcommittee of their goal to fully integrate space capabilities for warfighting and national intelligence.

According to Mr. Teets, who is also the director of the National Reconnaissance Office, there are similarities between intelligence-collection activities and warfighting needs. Among them is the Space Based Infrared System High, which will replace the veteran Defense Support Program platform for early-missile-warning protection.

The undersecretary said it is important to integrate the NRO's constellation of satellites with Air Force space assets to get the most important information to commanders quickly. While the number of agencies with access to the NRO's information has grown over the years to include multiple government agencies, that effort is not enough.

"We need to do more," he said. Mr. Teets said another goal to help collect crucial

warfighting information is to facilitate "cross-platform command, control and communications."

To make all these systems and programs work to peak efficiency requires a team of space professionals — a space cadre, Mr. Teets said.

To that end, General Lord is developing the Air Force's "Space Professional Strategy." The general said the strategy focuses on space professional development by providing a blueprint for addressing the training, education and experience needs of space professionals. In addition, it recognizes the varied disciplines required of the entire space team — from a system's concept to its employment.

As the strategy takes shape, Mr. Teets said, the Air Force has been active in attracting and retaining top space talent. Among the initiatives are the critical skills retention bonus to scientists and engineers and incorporating a joint Naval Postgraduate School/Air Force Institute of Technology program which allows space professionals to receive graduate-level education.

According to the undersecretary, the space cadre will not be exclusively blue-suit.

"These efforts are not and must not be limited to just Air Force members," he said. "We need space professionals in all services and agencies ... to exploit space effectively in the interests of national security."

**Defense
acquisition
system due
for change**

Secretary of the Air Force Dr. James G. Roche told members of the House Armed Services Committee that America produces the world's best military aerospace hardware but other nations are pulling ahead.

The apparent contradiction is the result of a cumbersome acquisition system. According to the secretary, foreign nations are able to buy American-made aircraft up to four times faster than the Air Force.

“(Air Force Chief of Staff) Gen. John P. Jumper and I have looked at when each of these (foreign) contacts were signed and when the articles were delivered,” he said. “We were stunned.”

Secretary Roche said he is working to correct the disparity between foreign and domestic sales.

The secretary of defense will make the final decision on whether or not the service moves forward with any changes.

“We set a goal within the Air Force to streamline our acquisition system to try to match the dramatically shorter timelines foreign buyers enjoy when they fund and buy American,” he said.

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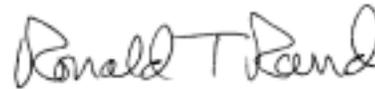
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